

K-5  
4**IPMS EVALUATION SYSTEM QUESTIONNAIRE****• ORGANIZATIONAL BACKGROUND**1. Name of your organization: U. S. Army Intelligence and Security Command2. Approximate number of civilians assigned? 2100

3. What is the approximate overall RATIO of:

1 : 1 Support : Professional6 : 1 Military : Civilian4. How many major departments (directorates/divisions)? 14 HQ21

Major Subordinate Field Elements

5. What specializations among the civilian intelligence professionals have:

Highest Number of Employed?

HUMINT

Highest Retention?

Counterintelligence

Highest Turnover?

HUMINT

Highest Cost to Maintain?

HUMINT

Highest Cost to Acquire?

HUMINT

Highest Productivity?

Not possible to assess inasmuch as eachdiscipline provides a specialized part of the National Intelligence Program

6. Who should be the PRIMARY USER of personnel system evaluation data? (Select 1 in each column)

**INTELLIGENCE MISSION AREA****PERSONNEL FUNCTION AREA**☐ Army Headquarters Staff☐ Army Headquarters Staff☐ MACOM Staff☒ MACOM Staff☒ Unit/Activity Commanders☐ Operating Civilian Personnel Officers☐ First Line Supervisors☐ Other:☐ Other:**• SENIOR MANAGEMENT ISSUES**

7. What personnel issue(s) is(are) having the most deteriorating effect on your organizational mission(s).

Inability to retain highly qualified professional intelligence specialists in field positions.

Lack of careerist mobility between command field activities and from HQ to field and field to HQ.

Shortage of senior grade positions (GM-14/15). Grade structure results in departure of well-trained personnel for better paying positions.

Key military managers (rank of major and LTC) not intimately conversant with the civilian personnel management system and operating personnel program procedures.

- few MI officers supervise civilian employees until they achieve rank of major.

- nonattendance of officer and senior enlisted personnel at CPO sponsored civilian personnel administration training.

8. If the new IPMS proves effective for your organization, what changes in your unit or activity do you envision in the next five years?

- More civilian personnel in key leadership positions in the field.
- Higher grades of field operations personnel.
- Less attrition of the intelligence professional work force.
- An enhanced community of interest among all U.S. Intelligence organizations.
- Significant differences between civilian personnel program in intelligence organizations and that of the rest of the Federal service.

9. Please list personnel management problems in your organization which the new IPMS will allow you to address more effectively?

(Please describe using grade level, type skills and organizational location.)

- a. Lack of sufficient career opportunities at the GS-13 level and above.
  - New 132 classification standard - liberalize PM&C decisions relative to senior grade field positions.
- b. Lack of adequate career development guidelines for each intelligence speciality, e.g., SIGINT.
- c. Intelligence related positions are currently divided between excepted service and competitive service.
- d. Relatively little attention given to CP 19 in the past - very small career program population - not a high DA priority in past.
- e. More incentives for managers to use when hiring new employees with special skills/qualifications.

10. For each problem named above what specific information is needed for monitoring and finally assessing IPMS' effectiveness?

- a. Strength statistics by grade for each activity.
- b. Central management of new high grade (GS-11 & above) allocations.
- c. Course completion data for Intelligence training completed by CP 19 careerists.
- d. Course completion data - management and executive training.
- e. Accurate and complete unit TDA's.
- f. Activity strength reports - close monitorship of fill, retention.
- g. Performance management Data - e.g., annual performance appraisal adjectival ratings.
- h. Monitor impact of clearance loss - tracking mechanism.

- i. Awards statistics.
- j. State of the art Personnel Management Information System.

• CURRENT PERSONNEL EVALUATION PRACTICE

11. What information do you use now to identify and evaluate civilian intelligence personnel management problems?

- a. A variety of statistical and program data derived from monthly, quarterly and annual HQDA reports.
- b. Command strength reports.
- c. Data derived from command review and analysis program (IRAP).
- d. Commander needs - periodic visits of field commanders to MACOM headquarters.
- e. Data gathered as a result of visits by headquarters staff members to field commands.
- f. Data derived from command generated reports.
- g. The INSCOM Plan - Annual Strategy.
- h. Commanders' Annual Needs Letters.
- i. Inspector General Inspections.
- j. Surveys/Questionnaires.
- k. Personal Correspondence.
- l. Input from supported or serviced units and activities.

12. What information do you NEED but do not have to identify and evaluate civilian intelligence personnel management problems?

Our need transcends the ability to merely gather another piece of data. What is needed is a command-wide personnel management data base which is both accurate and complete. We must also have the capability to obtain accurate Army-wide statistical "roll up" data for MACOM internal review and planning purposes.

13. What is the source of the personnel management information you currently use for reports? (What database(s), Information System(s), etc.)

Database - CIVPERSINS/SCIPMIS  
Strength Reports - HQ INSCOM, ODCSRM  
MACOM derived data

14. Do you monitor features of the personnel system or of personnel administration which are not already the reporting requirements of higher authority?

X Yes: What data do you use and from what sources? We monitor the progress of selected staffing programs which are centrally managed by the headquarters, e.g., intern and cooperative education programs. This data is manually gathered by ODCSPER. We also monitor selected personnel management indicators such as employee appraisal ratings and other performance management data. This headquarters has established special reporting requirements in order to obtain necessary command-wide data. We maintain a high grade and grade roll-back program to manage growth in the GS/GM 11-15 grades.

• SUGGESTED CRITERIA FOR AN IPMS EVALUATION SYSTEM

15. Projecting to FY 89's initial results of the new IPMS, please suggest one or more criteria to judge if managers had made wise use of IPMS changes listed below. Note: A Criteria can also include such things as:

What is a good milestone to seek, or  
What statistic best guides management decisions.

A. IPMS CHANGE: The New Direct Hire Authority

Criteria: Fill rate  
Fill time  
Quality of Selections  
Affirmative Action Accomplishments  
Fill Sources

Additional remarks:

Conversion to the new system will be a slow and gradual process. We should not apply absolute standards of performance until the new system is up and running. We should closely monitor each implementing step before we start looking for results. Quality control is particularly important at this stage since much of the planning and implementation of IPMS is being accomplished at the same time.

B. IPMS CHANGE: Recruitment Incentives

Criteria: Fill time  
Entry levels/salaries  
# of 1st Duty Station Travel Requests Approved  
# of advanced steps granted  
Use of proficiency pay

C. IPMS CHANGE: Monetary Award Devices (unrestricted)

Criteria: Amount of Budget spent  
# of honorary awards  
distribution of awards  
size of awards

D. IPMS CHANGE: The New Classification Authority

Criteria: Managing to the Budget  
Percent of Fill Rate of Positions at Full Performance Level